US Army Corps
of Engineers

THURSDAY

US Army Corps
of Engineers

WORKING IN TEAMS Continued

US Army Corps of Engineers

SHARING CONTROL OF THE PROCESS

- Teams make joint decisions about how they are going to work together
- When you share control of the process: the team must make decisions about:
  - process
  - content

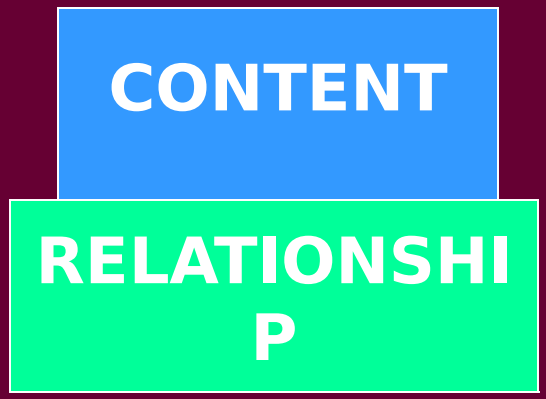
US Army Corps of Engineers

CAN THE CORPS FACILITATE THE TEAM PROCESS?

- The Corps managing the process depends on:
  - The stakes in the decision,
  - the past relationships between the parties (e.g. trust), and
  - the skill of the facilitators.

US Army Corps of Engineers

PROCESS COMMUNICATES RELATIONSHIP



Information, facts, arguments

How much you value, care about,
or respect the other person .

Often RELATIONSHIP is communicated in non-verbal behaviors or in other subtle ways to which we respond, often without being aware that
we are doing it.

US Army Corps of Engineers

PROCESS COMMUNICATES RELATIONSHIP - Continued

When people work in groups to reach a decision, they also communicate at these two levels.

WHAT is being decided?	Information, facts, arguments
HOW it is being decided?	**Who participates in decision-making?** **What are considered "important" information/ values?** **Who is listened to?** **Who has the most influence on what?**

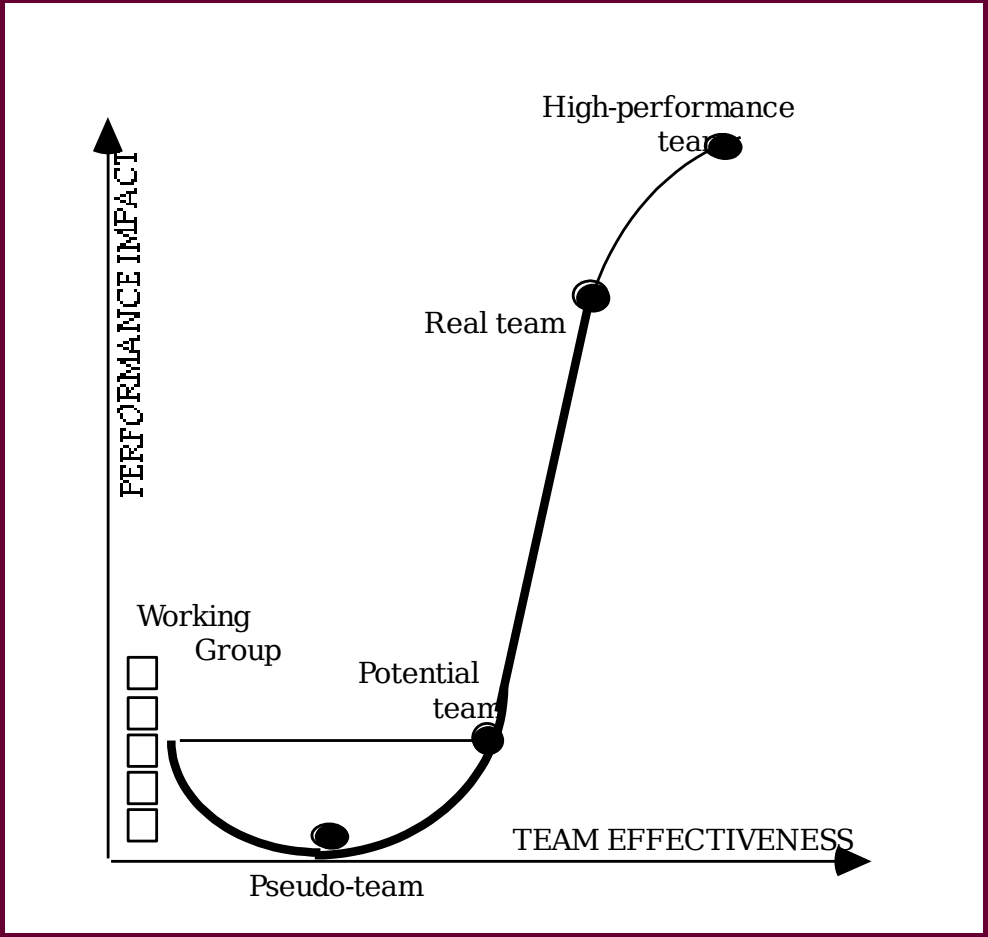
US Army Corps of Engineers

PHASES OF TEAM DEVELOPMENT

- Forming
- Storming
- Norming
- Performing

US Army Corps
of Engineers

DIFFERENT TYPES OF TEAMS



US Army Corps of Engineers

BASICS OF SETTING UP A TEAM

- Size – 10-12 ideal (may have to use subgroups if larger)
- Mix of skills – technical, process, interpersonal
- Common sense of urgency or purpose
- Define a “solution space” with management

US Army Corps of Engineers

BASICS OF SETTING UP A TEAM - Continued

- Goals must be both realistic and a “stretch”
- Team defines way to measure success, so team can tell when it achieves it
- Emphasis on team, not individual, performance
- Approach must be concrete, clear, and understood

US Army Corps of Engineers

BUILDING TEAM PERFORMANCE

- Substitute agreed-upon norms for expectations (conscious or subconscious)
- Spend time together
- Consider having a team room
- Hook up electronically
- Challenge the group regularly with fresh facts and information

US Army Corps of Engineers

BUILDING TEAM PERFORMANCE - Continued

- Agree on meeting procedures and critique how well you are doing
- Agree on a problem-solving process
- Use small group processes to stimulate creativity
- Use visual recording
- Develop a team training plan

US Army Corps of Engineers

BUILDING TEAM PERFORMANCE - Continued

- Schedule periodic “process” retreats
- Plan for how to incorporate new team members into the team
- Celebrate successes
- Recognize the value of different personalities and roles

US Army Corps
of Engineers

TEAM EXERCISE

- Complete instructions on page
- Develop a “skit” that illustrates:
  - How a dispute gets started
  - How a dispute evolves if escalation remains unchecked

US Army Corps
of Engineers

SIGNALS OF ESCALATION

- Seeing the other person or group as an opponent or adversary
- Lost awareness of caring about the impact upon the person
- Denial of responsibility
- Unwillingness to change
- Communication is restricted
- Perceptual distortion

US Army Corps of Engineers

SEQUENCE OF ESCALATION

- Triggering comment or action
- Proliferation of issues
- Formation of adversarial alliances
- Distortion of communication
- Rigid and extreme positions
- Focus on hurting each other

FIVE LEVELS OF CONFLICT

US Army Corps of Engineers

LEVEL	Major Objective	Key Assumption	Emotional Climate	Communication Style
1. Problem Solving	Solve the problem	We can work it out	Hope	Open, direct, clear and non-distorted; interests recognized
2. Disagree-ment	Self-protection	Compromise is necessary	Uncertainty	Cautious, vague and general language; "calculated" thinking begins
3. Contest	Winning	Not enough resources to go around	Frustration and resentment	Strategic manipulation; distorted communication; personal attacks; no one wants to change
4. Fight	Hurting the other	Other party cannot and will not change	Antagonism and alienation	Verbal/nonverbal incongruity; perceptual distortions; refusal to take responsibility
5. War	Eliminating the other	Costs of withdrawal greater than the costs of staying	Hopelessness and revenge	Emotional volatility; no clear understanding of issues; compulsiveness; inability to

US Army Corps of Engineers

BREAKING THE SPIRAL OF ESCALATION

The key:

TAKE RESPONSIBILITY FOR YOUR OWN BEHAVIOR

US Army Corps of Engineers

BEHAVIORS TO REDUCE ESCALATION

- Schedule regular “process checks” – talk about how you are working as a team
- Share concerns before you find yourself accumulating grievances
- Share problems without blaming or accusing
- When people send you positions, probe for the underlying interests

US Army Corps of Engineers

BEHAVIORS TO REDUCE ESCALATION - Continued

- Don’t team-up or “pile-on”
- Check out your interpretations
- Schedule “venting” sessions
- Separate problem-solving session from venting-session
- Consider using a neutral facilitator/ mediator